

**AIR FORCE RESERVE COMMAND (AFRC)
IG CROSSFEED NEWSLETTER**

**Department of the Air Force
HQ Air Force Reserve Command
Robins Air Force Base GA 31098-1635**

**AFRCRP 90-1
No.4
November 1999**

Dear Newsletter Reader,

As the IG, our mission is to advise and assist the command's leadership. In so doing, we must gather feedback and report on the commander's concerns.

A year ago last fall, during General Sherrard's Readiness Conference Opening Comments, he highlighted four key areas of concern, and associated sub-areas, in which he would be focusing his attention for the command. He identified **PEOPLE**, with the sub-areas of *Recruitment, Retention, Promotions, Recognition, and Discipline*; **READINESS**, with the sub-areas of *Manning, Training, Equipment, SORTS/METLs, and Safety/ORM*; **MODERNIZATION**, with the sub-areas *Equipment & Facilities, Missions and Force Structure*; and **LEADERSHIP**, where he expressed his desired attributes/expectations of his leaders. Specifically, he directed his leaders (commanders) to be *Knowledgeable, Disciplined, Involved, Fair, Consistent, and Communicative*.

In our current UCI process, we specifically address many of these areas in the UCI guide; however, there are several areas we do not address. To enumerate, we currently address Recruitment, Retention, Training, Equipment, SORTS, and Safety in the UCI guide and the formal on-site inspection. Over the course of the 20 months of conducting UCIs, I have provided informal feedback to the command leadership concerning many of the above areas that are not in the UCI guide. We have also had requests from commanders to address areas such as dress and appearance, weight management, the physical fitness test, and the HRDC.

We are currently conducting a review of the UCI process. Before we began this process, we refined our vision and mission statements, keeping in mind the UCI is only one aspect of the IG responsibilities:

- The AFRC/IG vision: (To become) "A team unified to propel AFRC toward world class oversight and resource management."
- The AFRC/IG Mission: "Assists and advises the Command's leadership in optimizing resources and enhancing mission effectiveness by upholding standards and influencing positive change."

As the inspection division:

- AFRC/IGI VISION is: "To achieve sustained compliance with established standards throughout the command."
- IGI MISSION is: "To carry out the IG mission by assessing and reporting on the health of the command, relative to established standards."

Having redressed our vision and mission statements, our key goal in this UCI review is to assess/define the purpose/objective for each area in the UCI guide. Those areas that are not mandated by higher inspection directives and do not have a clear purpose/objective will likely be removed from the inspection. A secondary goal is to group supporting and supported processes. For example, Sexual Harassment Education and Prevention, now a stand alone rated area may become a rated sub-area under Human Resource Management.

Ultimately, we need to develop the capability to assess (through metrics and/or on-site visits) a unit's holistic approach to its processes such as Safety, and Human Resource Management, as opposed to inspecting independent actions within the sub-processes.

You can help us and the command move to the next level in this endeavor. Although we do not want to start on a mushrooming course of adding numerous areas to the UCI guide and formal inspection, and because we can not read and assimilate inputs from all 68,000 reservists, we request that you communicate your comments via your wing commander. Please help make the AFRC UCI an ever-better element of the command's overall oversight processes.

//SIGNED//

ROGER A. OLIVER, Colonel, USAF
Chief, Assessment Division

1. Directorate of Inspector General:

AFI 90-201, dated 1 June 1999, added a major inspection area entitled, "Sexual Harassment Education and Prevention." Our Command UCI guides are being updated on the IG web site to include this major inspection area. The Military Equal Opportunity (MEO) office will be evaluated using these new guidelines ascertaining their training and processing practices. Commander's support of MEO will also be evaluated. As a major inspection area, UCI reports will now have a stand-alone rating assessment ("satisfactory/unsatisfactory") for this critical process. (HQ AFRC/IGIS/MSgt Hammett/DSN 497-1497)

2. Directorate of Financial Management:

Economic Analysis Threshold. AF/ILE recently provided clarification on the threshold for economic analyses (EAs) for O&M funded repair projects. Previously, the directives had conflicting information on the threshold for performing EAs on O&M funded projects. The threshold for O&M funded repair projects is now \$2.0M. Additionally, AF/ILE has provided MAJCOM commanders' approval authority for O&M funded repair projects up to \$5.0M. (Mr. John Coleman, HQ AFRC/FMAPS/DSN 497-1419)

3. Other Oversight Activities. Since the HQ AFRC/IG is only one of many assessment and feedback mechanisms available for commanders and supervisors to use in measuring the health of their processes, we routinely include summaries of recent audit reports in this newsletter. Please use this information as necessary to improve your unit's overall oversight processes. Listed below are final audit reports received from the Air Force Audit Agency (AFAA) during April 1999 through September 1999:

Report of Audit DD099008, Affirmative Procurement, 452 AMW, March ARB CA. This was part of a centrally directed audit to determine whether the 452 AMW implemented an Affirmative Procurement Program. AFAA determined whether a program was established to train procurement personnel on purchasing recycled and reclaimed materials. In addition, AFAA determined whether procurement personnel purchased recycled and reclaimed materials. AFAA determined that a program was established to train procurement personnel on purchasing recycled and reclaimed materials. Procurement personnel also purchased re-refined oil and retread tires, and construction contract specifications included requirements to use recycled and reclaimed materials. The Affirmative Procurement Program could be improved by requiring IMPAC cardholders to purchase recycled paper for copiers and printers. This report contains one finding and three recommendations.

Report of Audit DE099037, Due-Out Validation Process, 919 SOW, Duke Field FL. This was a locally initiated audit to determine whether organizations implemented effective internal controls to manage the equipment due-out process. AFAA determined whether equipment custodians adequately reviewed, validated, and canceled due-outs for items that were no longer needed. AFAA determined that the 919 SOW organizations needed to improve internal controls over managing equipment due-outs. Specifically, equipment custodians did not adequately review, validate and cancel due-outs no longer needed. This report contains one finding and four recommendations.

Reports of Audit DR099014 and EA099036, Property, Plant, and Equipment (Real Property), Fiscal Year 1998 Air Force Consolidated Financial Statements, 94 AW, Dobbins ARB GA and 439 AW, Westover ARB MA. This was part of a centrally directed audit to determine whether base civil engineering (BCE) personnel accurately accounted for real property assets in installation-level financial records and complied with real property accountability guidelines. DR099014 - AFAA determined that personnel accurately accounted for real property assets in installation-level financial records. Real property personnel accurately reported PP&E costs in real property and financial records, and maintained proper support for these costs. Management controls were adequate to provide for accurate and reliable accounting data. BCE personnel did not comply with all laws and regulations related to real property inventory procedures. This report contains one finding and one recommendation. EA099036 -

AFAA determined that the real property program management was effective, but could be improved. Real and installed property inventories were not completed and all buildings were not marked for identification. This report contains three findings and five recommendations.

Reports of Audit EA099031, EA099038 and EA099040, Application Controls Within the Automated Computation Travel System (ACTS), 911 AW, Pittsburgh IAP-ARS PA and 914 AW, Niagara Falls ARS NY. This was a centrally directed audit to determine whether ACTS included adequate application and general controls to meet accounting principles and requirements. EA099031 - AFAA determined that the ACTS application controls were adequate but the general controls needed improvement. Comptroller personnel used the ACTS without obtaining the Designated Approval Authority's approval and the system administrator had not performed a risk assessment to identify potential threats existing in the ACTS processing environment. This report contains three findings and no recommendations. EA099038 - AFAA determined that general controls could be improved to protect data processing resources. ACTS had not been accredited and active duty tours were not always properly authorized, justified, and supported. This report contains no recommendations because management took action to correct identified discrepancies during the audit. EA099040 - AFAA determined that the general controls needed improvement. A required contingency plan for the ACTS was not developed and although daily data back-ups were made, they were not stored in an off-site location. This report contains two findings and five recommendations.

Report of Audit EA099043, Support Agreement Reimbursements, 439 AW, Westover ARB MA. This was a centrally directed audit to determine whether management of support agreements was effective. AFAA determined that management oversight of support agreement reimbursement could be improved. Support agreements were developed in accordance with Department of Defense Instruction 4000.19 and clearly identified reimbursable and non-reimbursable support, the basis for support, and the services to be provided. Also, a command cost analyst created a book which included all incremental costs for all categories of support that is used to help develop reimbursable support costs. However, procedures were not followed to identify, track, and record reimbursable expenditures in a timely manner. This report contains two findings and four recommendations.

Report of Audit EA099049, Cellular Telephones, 512 AW, Dover AFB DE. This was locally initiated audit to evaluate management controls over cellular telephones. AFAA determined that the Information Systems Flight (ISF) personnel were effectively managing cellular telephones. Accountability was adequate as ISF personnel kept a current and accurate cellular telephone inventory. Cellular telephone users were given adequate instruction on the proper usage and operational restrictions for their phones. This report contains no finding or recommendations.

Report of Audit EB099070, Information Protection, Implementing Controls Over Known Vulnerabilities in Air Force Reserve Command Computers, 917 WG, Barksdale AFB LA. This was an Air Force Reserve Command-wide evaluation of the implementation of controls over known computer vulnerabilities. AFAA determined that network operation personnel had not implemented countermeasures required to eliminate known vulnerabilities in computers. Utilization of anti-virus software for information protection needed improvement. This report contains three findings and five recommendations.

Report of Audit EB099075, Air Force Reserve Manday Program, Det 1, 307 RED HORSE Squadron, Barksdale AFB LA. This was a locally initiated audit to evaluate the effectiveness of selected management controls over manday program processes and assessed compliance with applicable laws and regulations. AFAA determined that management controls over manday program processes were generally effective but could use improvement. This report contains no findings or recommendations.

Report of Audit EA099031, Application Controls within the Automated Computation Travel System, 911 AW, Pittsburgh IAP-ARS PA. This was part of a centrally directed audit to determine

whether the Automated Computation Travel System (ACTS) included adequate application and general controls to meet accounting principles and requirements. AFAA determined if selected travel payments were valid and adequately supported and if application controls were adequate to support use of data for budget and financial reporting. They also determined if general controls were adequate to protect data processing resources. The ACTS application controls were adequate but the general controls needed improvement. Selected travel payments were valid and adequately supported. Application controls were adequate to support use of the data for budgeting and financial reporting. Comptroller personnel used the ACTS without obtaining the Designated Approval Authority's approval and the system administrator had not performed a risk assessment to identify potential threats existing in the ACTS processing environment. A contingency plan for the ACTS needed to be developed and the daily back-ups made should be stored at an off-site location. This report contains three findings but no recommendations.

Report of Audit WN099028, Information Protection-Implementing Controls Over Known Vulnerabilities in Air Force Reserve Command Computers, 305 RQS, Davis-Monthan AFB AZ.

This audit is part of a centrally directed AFRC-wide audit of the implementation of controls (countermeasures) over known vulnerabilities in AFRC computers. The 305 RQS system administrators effectively implemented countermeasures to eliminate known computer vulnerabilities. The 305 RQS system administrators' utilization of anti-virus software needed improvement. During the audit, management took effective action to improve the utilization of anti-virus software. This report contains no findings or recommendations.

(Rhoda A. Morton, HQ AFRC/FMXX, DSN 497-1441)

4. Self-Inspection. Self-Inspection (unit oversight) processes when used on an ongoing basis, have proven to be beneficial for units to maintain the health of their processes. HQ AFRC/IG highly encourages these processes, but does not intend to prescribe how units should conduct their unit oversight (self-inspection). Many functional staffs have developed Self-Inspection checklists to assist you in providing oversight of your processes. To assist commanders with a single location to seek these checklists, HQ AFRC/IG has links to these various checklists via our IG web page. Please use these checklists as deemed appropriate to make YOU have EFFECTIVE oversight of YOUR processes. (<http://w3.afrc.af.mil/hq/IG/selfinspection.html>).

5. Please refer to the IG Web page under Special Interest Items for the most current listing of TIG, gained-MAJCOM, and AFRC, SIIs applicable for AFRC. (<http://w3.afrc.af.mil/hqIG/sii.htm>)